

CITY OF
MANCHESTER

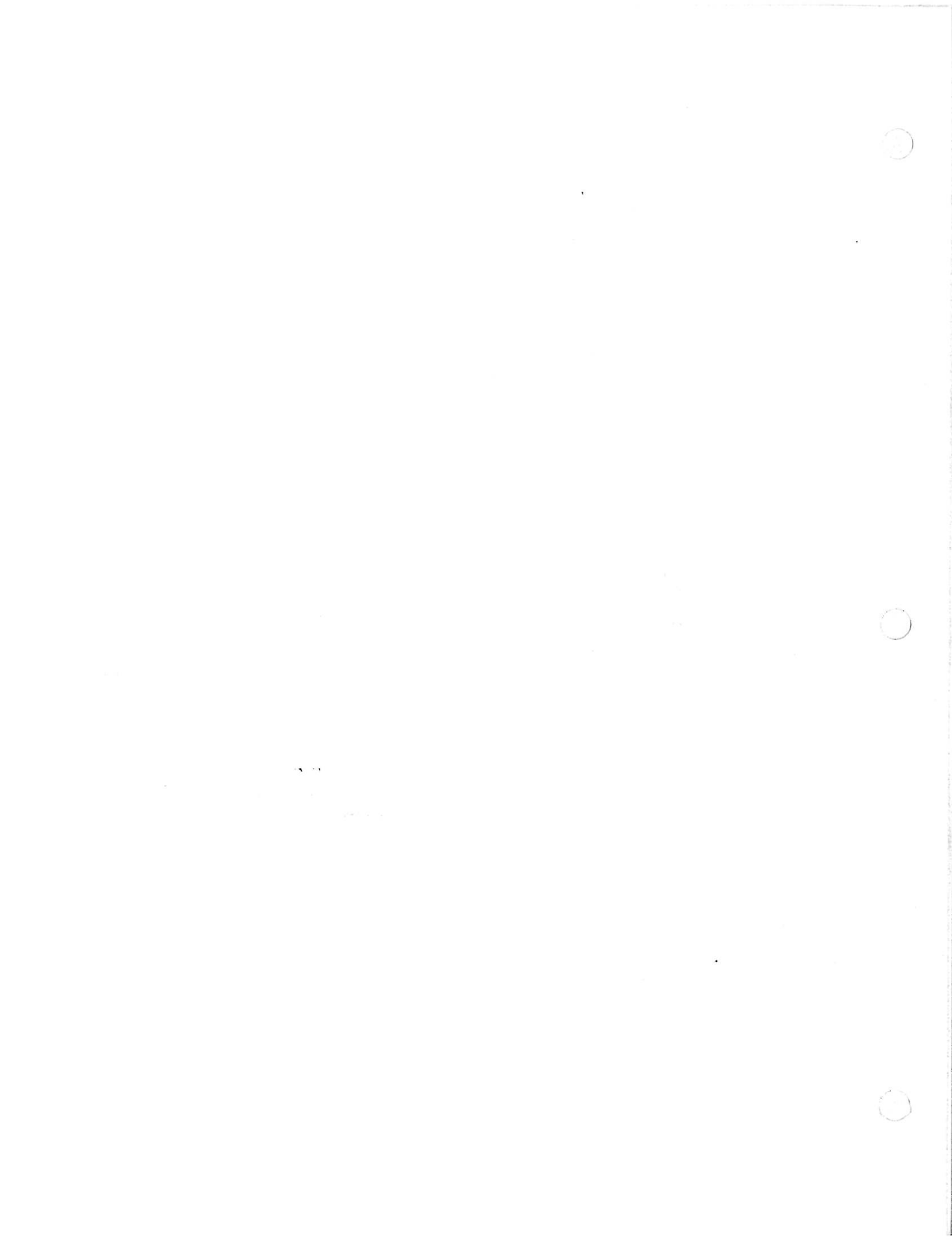
****DRAFT****

2012 ANNUAL ACTION PLAN

APPLICATION FOR FUNDING
FOR CITY FY 2013

Prepared for the U.S. Department
of Housing and Urban Development
by the City of Manchester, New Hampshire





ANNUAL ACTION PLAN – 2012

The following Action Plan outlines the yearly program of activities that the City of Manchester will undertake in the next fiscal year. These activities will address the priority needs and objectives that were initially identified in the Consolidated Plan and also those identified this year through the Community Improvement Program Budget Development and Citizen Participation Process. This document also serves as the Annual Submission and Application to the Department of Housing and Urban Development and as such provides certain required elements.

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The Action Plan was made available to the public on April 23, 2012. No comments positive, negative or otherwise were received.

STANDARD FORMS 424 & CERTIFICATIONS

See following pages:

CDBG
HOME
ESGP

KEY STRATEGIES

As proposed the programs and projects included in this year's Annual Action Plan (FFY 2012 - City FY 2013) are based upon the Key Strategies identified in the City's Consolidated Plan. Historically the annual elements have followed pretty closely the priorities identified in the Consolidated Plan with little variance year to year. This year however, the proposed Action Plan does not mirror so closely the Consolidated Plan due to several factors. The ongoing reduction of Entitlement Funding by Congress has significantly impacted the level of support and number of projects that can be accommodated. It has caused the City to reassess the programs and projects that it is able to assist with the reduced funding. As a result, several programs have had their level of financial support reduced while other programs, some longstanding with City financial support, have been taken out of the Plan entirely.

In addition to the impact that the reduced entitlement funding has had, the lingering effects of a sluggish economy also has had an influence on the types of programs contained in this year's Action Plan, specifically Strategy Two, Citywide Economic Development, and Strategy Three, Homeownership and Affordable Housing Development. For many years the City has supported various economic development initiatives through the use of CDBG Funds, however the proposed current Action Plan shows a reduced level of funds to be directed at this strategy with the intention of the City to apply for and use HUD Section 108 Loan Funds to operate the Facade Improvement Program and Revolving Loan Program, both previously funded with CDBG monies.

The City has for years also supported the concept of a balanced housing market and has sought to increase the number of homeowners by providing financial incentives for first time homebuyers as well as assistance to current homeowners to maintain their properties. Given the number of foreclosures that have occurred over the past few years, the escalating costs associated with homeownership and the increase in joblessness, the City has discontinued its First Time Homebuyer Program. As proposed, the Annual Action Plan does not contain funding for either the Down Payment and Closing Costs Assistance Program nor the Manchester Neighborworks Homeownership Center. The absence of these programs is reflective of this Administration's view that it would not be financially prudent/responsible to provide financial support for low income households to purchase homes that they may not be able to afford.

The City has designated \$79,750 of HOME Funds for project support for the City's local Community Housing Development Organizations to use on their affordable housing projects, the exact project(s) as of yet to be determined. \$75,000 of Affordable Housing Trust and \$406,416 of HOME Funds has been earmarked for the City's Housing Initiatives Program through which the City's Housing Rehabilitation Program is operated. A portion of this funding will be used as the local match for the City's Lead Hazard Control Grant. The City has also received \$3,700,000 of Neighborhood Stabilization Program III funds. These funds will be used to complete the development of several projects presently in need of full financing resulting in the creation of a minimum of 40 new units of affordable housing and at least one commercial business.

In addition to housing rehabilitation and development, the City will utilize \$50,000 of HOME Funds for continued support of the security deposit and tenant assistance programs administered by The Way Home. The prevention of chronic homelessness and the placement of the homeless into permanent housing remains a major concern with success dependent upon the City's ability to provide a sufficient supply of affordable housing to households with extremely low incomes. Sheltering of the homeless will continue to be an ongoing City responsibility and function until such time as the inventory of affordable housing units is sufficient to accommodate the very low-income. The City will address this need utilizing \$44,000 of Affordable Housing Trust Funds and \$142,692 of Emergency Solutions Program Funds to assist seven agencies operating homelessness prevention programs.

In addition to the previously mentioned economic development initiatives, the City will continue to support the Manchester Community Resource Center providing funds for programs that will specifically target the development of job skills for low income individuals preparing them to enter the job market with useful skills and abilities.

The City continues to view the strategy relating to Infrastructure Improvements as a priority. However, due to the reduction of entitlement funding, the majority of Manchester's infrastructure improvements are being funded with previous years entitlement funding and City bonding. For this coming year a total of \$250,000 of CDBG and \$13,792,200 of City funding has been designated for improvements to neighborhood streets and sidewalks as well as the municipal water and sewer systems. This investment will improve the aesthetics and living conditions of inner city neighborhoods, through efficient and safer driving and walking conditions for the residents of these neighborhoods.

In addition, the City has set aside both CDBG and HOME funds for planning and administration. The Community Improvement Program includes funding to complete various planning studies and Staff Support in the amount of \$10,000 (CDBG). Staff administrative costs are covered with \$284,560 of CDBG and \$60,500 of HOME Funds.

Inasmuch as the priorities and needs of the Community far outweigh the annual HUD entitlement, not all of the key strategies identified within this Action Plan will be addressed through projects funded with HUD entitlement funding. Rather, some of these strategies and activities will be realized through projects and programs that use a variety of non-HUD resources, including local property tax generated dollars, state funding and other federal funds. Not all of the strategies noted are targeted towards activities that strictly benefit low and moderate income City residents. However, the projects that have been designated to receive funding are intended to address a myriad of needs of the Community, these being social and health services, education, recreation, infrastructure, transportation, housing and public safety. While some of these activities are not specifically targeted towards low and moderate-income residents, the resulting impacts from improvements realized will also benefit this segment of Manchester's citizenry. These strategies are contained within this document as the development of the HUD Consolidated Plan and also in the ensuing Annual Action Plan. Both documents are in effect part and parcel of the City's process for the

development of the Community Improvement Program Budget. The HUD funded activities represent one element of the entire Community Improvement Program.

The planning and development of the Action Plan occurred within the framework of the Planning Department's Community Improvement Program (CIP) Budget Process. The CIP budget methodology involves the establishment of a priority system of needs that are identified through extensive interaction with other City Departments, Community Agencies and Organizations and citizen input. The information received is documented, reviewed, analyzed and prioritized. The projects deemed to be the most deserving of the funds available are recommended for funding.

The CIP Process is initiated each December with funding requests solicited and received from the above noted entities. Notices regarding the initiation of the process are forwarded to past recipients of funds and public notices are posted as well as advertised in the local newspaper, The Union Leader. Citywide public participation and input into this process is solicited by the City and realized through Public Hearings and presentations by various organizations seeking funds. This past year, the City conducted three Public Hearings for the development of this year's CIP and HUD Action Plan. These hearings were held on December 14, 2011 at the Manchester Community Resource Center, on December 15, 2011 at William B. Cashin Senior Center and on April 2, 2012 in the City Hall Aldermanic Chambers.

Taking a proactive approach towards public participation, the City encouraged subrecipients of HUD funds to have the beneficiaries of their programs attend the public hearings and provide comments on the proposed programs and activities as well as identify needs of their own. The Planning and Community Development Department's Staff conducts review of the information gathered through this process. The requests are prioritized in accordance with the overall needs, goals and funding constraints of the CIP Program and the eligibility requirements of HUD. Project requests are matched to appropriate funding sources consistent with their scope, size and eligibility for Federal funding.

Preparation of the CIP Budget is the responsibility of the Mayor's Office, which presents the recommended Program to the Aldermanic Board for review, acceptance and approval.

Since the Action Plan is essentially an element of the Community Improvement Program and therefore part of the City Budget Process, the priorities and strategies identified in the Action Plan are reviewed and endorsed by the Mayor's Office. This year the Mayor presented the CIP/Action Plan to the Board of Mayor and Aldermen on **April 22, 2011**. As such, all of the projects contained within this Action Plan will be, upon acceptance of the CIP Budget approved by the Board of Mayor and Aldermen for funding.

On April 13, 2012, the thirty-day comment period for the proposed Action Plan as contained herein began, with the final adoption of the CIP/Action Plan to be approved by the Aldermen following this thirty-day period.

STRATEGY 1

HEALTHY NEIGHBORHOODS

Over the past ten years, the City has invested a significant portion of its entitlement funding on activities that promote healthy neighborhoods. Ongoing initiatives have included: Concentrated Code Enforcement, Center City Disease Prevention (now known as Healthy Homes Peer Intervention), Municipal Infrastructure Program, Dilapidated Building Demolition Program, Housing Rehabilitation/Lead Hazard Control Program, Affordable Housing Initiatives, Weed N Seed Program, Project Greenstreets, Comprehensive Neighborhood Revitalization Projects (Rimmon Heights, Hallsville and Piscataquog), etc. The designation of the City's first Neighborhood Revitalization Strategy Area in 2005 further enhanced the City's efforts to improve the overall health of neighborhoods in the community. The City's Neighborhood Revitalization Strategy is a comprehensive approach designed to: improve the infrastructure; increase the number of affordable, safe and sanitary housing units in the neighborhood; increase the number of available jobs; and effect physical and social improvements that create and maintain a "livable" environment. The Neighborhood Revitalization Strategy Area was recently expanded in 2010.

Although many positive actions have taken place and the City's investment of entitlement and Neighborhood Stabilization Program funding has had a beneficial impact on the inner City, there are several neighborhoods in community that are in decline. These neighborhoods can be characterized by high vacancy rates, foreclosed properties, unhealthy sub-standard housing conditions, vacant abandoned properties, high crime rates and poor infrastructure.

During the Consolidated Plan Period, the City will continue to implement activities that promote the development of healthy neighborhoods.

Strategy Elements

- The Neighborhood Revitalization Strategy Area that was approved by HUD will include economic development initiatives that emphasize the empowerment of low and moderate-income persons with a continued focus on education, job training activities and comprehensive employment programs for residents of the designated target area.
- Ensure a safe environment through crime prevention and police enforcement programs.
- Rebuild decaying neighborhood infrastructure that includes the City's parks, streets, sidewalks and utilities.
- Remove abandoned and burned out buildings that have been labeled blighted properties.
- Support fire prevention activities designed to reduce the number of fires in the community.
- Utilize HOME, CDBG and Office of Healthy Homes funding to eliminate lead and other health hazards in housing occupied by very low and low-income families.
- Provide and promote walkable neighborhoods. The original compact heart of the City was developed as a walkable area with fine grained, mixed use land, sidewalks in all

areas and public transportation available. There is considerable work to be done, however, to extend walkability to other parts of Manchester.

- Manchester has recently begun to participate in the Safe Routes to School program which encourages students to walk to school and assists in sidewalk improvements in the school areas. The City should continue to participate and increase its involvement in this program.
- Provide a variety of health care services to improve the health of residents and control disease.
- Provide Weed N' Seed programming to combat violent crime, drug abuse, and gang activity in specific neighborhoods of Manchester.
- Code enforcement program created to stabilize and improve conditions increasing the rental housing opportunities in low/moderate income areas.
- On a selective basis, consider support of projects that emphasize the reuse of underutilized properties.
- To promote green space in the City, CDBG funds will be utilized to plant trees along public right of ways and in parks located in low-income neighborhoods.
- Utilize the Greater Manchester Community Needs Assessment 2009 (Health Department Study) as a tool to prioritize activities that promote healthy neighborhoods.

The following are benchmarks that will be used to measure the progress of the strategy over the next year.

- Improve streets, sidewalks, lighting, traffic signalization, etc. in 1 to 2 neighborhoods.
- Support the development of 1 to 2 Walkable Neighborhoods through the design and installation of appropriate infrastructure.
- Promote healthy living conditions through the rehabilitation of a minimum of 87 housing units.
- Inspect a minimum of 160 occupancies to ensure compliance with minimum life safety and housing codes.
- Create 15 housing units and 1 commercial business opportunities as a result of the redevelopment of under utilized properties.
- Reduce crime rates in the community by 10%.
- Clean up a minimum of 2 blighted properties.
- Provide neighborhood health services to 25 high-risk families.
- Plant 70-80 trees within the City's neighborhoods.
- Decrease the number of fires in Manchester by 20% (activities not funded with Entitlement funding).

HUD-Assisted Program Elements:

Health Department – Neighborhood Health
& Nutrition - \$25,000

City Leverage - \$0

Health Department – Neighborhood Liaison

Social Worker - \$25,000

City Leverage - \$0

Health Department – Weed & Seed
Coordinator - \$68,570

City Leverage-\$0

Highway – Municipal Infrastructure-
\$250,000 (Previous Years Funding)

City Leverage - \$0

Highway – Parks and Recreation – Project Greenstreets – \$15,000
 City Leverage - \$5,080
 Planning and Community Development – Neighborhood Planner - \$40,071 CDBG, \$40,000 NSP
 City Leverage - \$0
 Planning and Community Development – Concentrated Code Enforcement - \$84,760
 City Leverage - \$0
 Planning and Community Development – Housing Initiatives – \$406,416
 City Leverage \$2,200,000
 Projects might include but are not limited to:
 - Families in Transition – NSP3 Permanent Supportive Housing Project
 - Southern NH Services – Manchester Energy Efficiency Initiatives
 - Manchester Housing Initiative Housing Rehab./Lead Hazard Control Program
 Planning and Community Development – Dilapidated/Blighted Building Remediation - \$15,000 (Previous Years Funding)
 City Leverage - \$0
 Planning and Community Development – 2010 Lead Hazard Reduction Demonstration Grant Program - \$3,967,678
 City Leverage - \$1,404,854
 Neighborhood Stabilization Program III Project - \$3,700,000 NSP
 City Leverage - \$0
 Police Department – Weed & Seed Officer Support - \$81,000
 City Leverage - \$0
 Police Department – Weed & Seed Teen Night - \$5,500
 City Leverage - \$0

Total funds leveraged by HUD assisted Programs-\$3,609,934

Non-HUD Funded Program Elements:

Highway Department – Residential 50/50 Sidewalk Programs - \$150,000
 Highway – Parks and Recreation – Project Greenstreets \$5,080

Planning and Community Development – Housing Initiatives - \$75,000
 Planning and Community Development – 2010 Lead Hazard Reduction Demonstration Grant Program - \$1,404,854
 Police Department – MHRA Community Policing - \$10,000
 Police Department – State Funded Programs & Activities - \$90,000
 Police Department Federal Funded Programs & Activities - \$290,000

No funds leveraged by Non-HUD assisted programs

Benchmarks:

Create 40 housing units as a result of Neighborhood Stabilization Project activities.
 Improved streets, sidewalks, lighting, traffic signalization, etc. in CDBG eligible areas.
 Plant 70 – 80 additional trees.
 Reduce the number of families in the NRSA that do not have access to health care.
 Improve the community's risk factors for violence prevention through coordination/enhancement of community assets and resources.
 Increase the number of Neighborhood Watch Groups by 15.
 Reduce crime rates in the community by 10%.
 Clean up a minimum of 2 blighted properties.
 Inspect a minimum of 160 occupancies to ensure compliance with minimum life safety and housing codes.
 Develop strategies that focus on improving health by: expanding the community gardens within the NRSA, increasing the availability of healthy, affordable foods in at least 5 NRSA corner stores/markets and provide 25 high-risk families with intensive nutritional counseling.
 Promote healthy living conditions through

the rehabilitation of a minimum of 87
housing units.
Comprehensive revitalization of 1 City
neighborhood.

STRATEGY 2

CITY WIDE ECONOMIC DEVELOPMENT

Consistent with the City's Master Plan, the City Wide Economic Development Strategy will emphasize Economic Vitality. Economic Vitality is the ability of a community to respond to change, to retrain itself for emerging business opportunities and to provide an entrepreneurial spirit that builds businesses and jobs. The City's Economic Development Strategy will continue to support program elements that will:

- Support higher education institutions as they provide significant benefits to the economy of the City in terms of education and training for its residents and the quality of life in the area and act as employment centers creating additional business.
- Facilitate the retention and growth of Small businesses including those located in the neighborhood areas.
- Improve the quality of life in Manchester. These factors play a major role in attracting and retaining businesses and should be enhanced by the City. These include such items as arts and culture, entertainment, the visual quality of the community and trail system.
- Retain and enhance existing manufacturing companies and attract additional businesses.
- Extend rail service to Manchester. This will obviously provide improved commuting access to other areas but will also bring Manchester into the sphere of the Boston Metropolitan area which in turn will open up possibilities for Boston area firms to invest in the City.
- Facilitate the growth of the Manchester Boston Regional Airport. This will enhance the economic well being of the community.
- Provide support to companies interested in starting up, relocating or expanding operations in the City.
- Complete the infrastructure improvements needed to attract additional businesses to the Northwest Business Park.
- Redevelop, integrate and improve the area south of the downtown core along Elm Street from Lake/Granite Street to Queen City Avenue and between Elm Street and the Merrimack River. Various initiatives in these areas include: the Jac Pac/Rivers Edge Development, the Rockwell Site Redevelopment and streetscape improvements in the Warehouse District, the Gaslight District and on South Elm Street.
- The City's marketing campaign must be enhanced and conducted over a long period of time. While the marketing is focused on the Northeast and Canada, consideration should be given to selective marketing on a global basis.
- Utilize the City's natural resources as an economic development tool by promoting its water resources, important wildlife habitats, scenic vistas and other features to prospective businesses, residents and visitors.
- Expand the Business Assistance programs that the City's Economic Development Office operates.

Strategy Elements

Specifically, the following are key components of the City's economic development strategy.

- The City will continue to encourage small businesses to partner with the NH Community Loan Fund Micro-Credit Program and the NH Small Business Development Center.
- The City will continue to assist new and emerging businesses develop in the community.
- Previous years' CDBG funds will be used for municipal infrastructure including right of way improvements, sidewalk reconstruction, utility upgrades, streetscape furniture, installation of illuminated street arches, etc. in conjunction with Neighborhood Stabilization Program projects that promote economic development.
- MEDO will continue to administer the City's Revolving Loan Fund and the Façade Improvement Program to create jobs for low and moderate-income individuals.
- The City will continue to utilize Section 108 loan funds to undertake economic development activities. Activities might include but are not limited to the following: acquisition of real property, rehabilitation of property, related relocation activities, related clearance, demolition and removal, infrastructure improvements, interest payments and financing costs.

The following are the proposed Consolidated Plan benchmarks that will be used to measure the progress of the strategy over the next year.

- Create a minimum of 5 jobs for low and moderate-income individuals as a result of processing 1 loan through the revolving loan program.
- Create or retain a minimum of 50 jobs as a result of Section 108 loans.
- Improve 1 distressed neighborhood centers resulting in increased property values.
- Increase the number of jobs being created as a result of the airport expansion.
- Create a minimum of 20 jobs for low and moderate-income individuals as a result of assisting 2 businesses through the Business Code Compliance program.

HUD-assisted Program Elements:

Economic Development Office – Revolving Loan Fund - \$100,000 (Previous Years' Funding)

City Leverage \$0

Economic Development Office – Business Code Compliance - \$50,000 (Previous Years Funding)

City Leverage \$0

Planning and Community Development – Section 108 Loan Program - \$4,000,000

City Leverage - \$0

Planning and Community Development – Section 108 Loan Repayment - \$46,575

City Leverage - \$0

No funds leveraged by HUD assisted programs

Non-HUD Funded Program Elements:

No Non-HUD funded Program Elements

Benchmarks:

Process 1 Section 108 loan

Create employment opportunities as a result of new business development generated by the Business Incentive Program

Assist a minimum of 2 small businesses with code compliance issues.

Improve 1 distressed neighborhood center resulting in increased property values.

STRATEGY 3

HOMEOWNERSHIP & AFFORDABLE HOUSING DEVELOPMENT

In response to the findings of various Task Forces on Affordable Housing and recommendations of the Master Plan, the City will continue to make every effort to produce a balanced housing market that provides opportunities for all City residents ranging from upscale market rate housing to affordable housing. The City's Homeownership and Affordable Housing Strategy will continue to support program elements that will:

- Support the creation of a balanced housing market in terms of a variety of housing types and income ranges, in ownership versus rental units, in housing production, and in density.
- The City should closely monitor trends in the housing market. A healthy rental vacancy rate is approximately 4% with an owner vacancy rate somewhat higher than that. When vacancy rates significantly exceed this number (such as in the current market), the strategy should be to encourage the improvement of current stock rather than new production, while in markets with significantly lower rates, new production should be encouraged.
- Most of the vacant residentially zoned land in Manchester has already been developed. Future housing development will therefore have to be in areas of redevelopment, rehabilitation and infill.
- Encourage Mixed-use Buildings. Mixed-use as discussed here includes residential uses with selected retail and office uses but excluding intense uses such as auto-oriented uses and drive-up windows and excluding bars and nightclubs in the neighborhoods. Mixed-use is particularly suitable for downtown and neighborhood center areas. While the Mill Yard should remain primarily devoted to business, it is appropriate to add housing units within some of the mills.
- Promote and support Healthy and Safe Housing. A significant share of Manchester's housing is older (with 63.4% built prior to 1970). Improving the quality of the older housing with rehabilitation assistance is a key effort for the City.
- Support the development of energy efficient and sustainable housing.
- Continue to capitalize the City's Affordable Housing Trust Fund.

Strategy Elements

Over the next five years, the City's Homeownership and Affordable Housing Development Strategy will include the following elements:

- Support homeownership-training programs that help low-income households understand the responsibilities of homeownership and assist people with financing in order to obtain a home upon graduation from the program. (Due to the poor economy, this strategy element has been suspended)
- Utilize HOME funding to provide subsidies to low-income families to assist them with the down payment and closing costs associated with purchasing a home. (Due to the poor economy, this strategy element has been suspended)
- Utilize HOME and/or CDBG funding to operate homeowner rehabilitation programs for

inner City neighborhoods and other areas of the City deemed in need of assistance.

- Provide foreclosure prevention seminars and one on one foreclosure counseling.
- Utilize HOME, CDBG and Office of Healthy Homes funding to eliminate health hazards in housing occupied by very low and low-income families.
- Utilize HOME funding to provide incentives to both for-profit and non-profit developers to produce affordable rental housing. Affordable housing initiatives should include a mix of new construction and adaptive reuse of existing properties to maintain a vacancy rate that is consistent through out the entire city.
- Utilize CDBG funding to enforce fair housing and advocate for individuals who have been discriminated against.
- Where ever possible, the City will promote the construction of Energy Star-labeled homes and the purchase of Energy Star-labeled products in conjunction with HUD-assisted housing initiatives.

The following are the proposed Consolidated Plan benchmarks that will be used to measure the progress of the strategy over the next year.

- A balance of owner-occupied and rental units that approaches a 50-50 split.
- Rehabilitate a minimum of 17 housing units occupied by low-income families.
- Eliminate lead based paint hazards in a minimum of 71 housing units occupied by low-income families.
- Improve energy efficiency in a minimum of 72 units of housing occupied by low and very low income families.
- Develop a minimum of 15 units of affordable rental housing.

HUD-assisted Program Elements:

2010 Lead Hazard Reduction Demonstration
Grant Program - \$3,967,678

City Leverage - \$1,404,854

Manchester HOME/CHDO Projects -
\$79,750

City Leverage \$0

Planning and Community Development –
Housing Initiatives – \$406,416

City Leverage \$2,200,000

Projects might include but are not limited to:

- Families in Transition – NSP3 Permanent Supportive Housing Project
- Southern NH Services – Manchester Energy Efficiency Initiatives
- Manchester Housing Initiative Housing Rehab./Lead Hazard Control Program
- Planning and Community Development – Concentrated Code Enforcement - \$84,760

City Leverage - \$0

Planning and Community Development –
Housing Initiatives - \$68,416

City Leverage - \$75,000

Total funds leveraged by HUD assisted
Programs - \$3,679,854

Non-HUD Funded Programs:

2010 Lead Hazard Reduction Demonstration
Grant Program - \$1,404,854

Planning & Community Development
Housing Initiative - \$75,000

No funds leveraged by Non-HUD assisted
Programs.

Benchmarks:

Create 15 units of affordable housing for low-income families.

Eliminate lead hazards and code deficiencies in 88 units of housing occupied by income eligible families.

Perform energy improvements in a minimum of 72 units of housing occupied by income eligible families.

STRATEGY 4

HEALTH AND HUMAN SERVICES

The City is fortunate to have active and experienced agencies working together in close cooperation offering a strong health and human services network for Manchester residents. These organizations include the Greater Manchester Association of Social Service Agencies, and the Healthy Manchester Coordinating Committee which represents dozens of agencies that work together to support citizens in a comprehensive manner. The City will continue to utilize entitlement funding and other sources of local, state and federal funding to support agencies such as these. This network of non profit organizations and City departments provide social, medical and other services to Manchester's less fortunate citizens including immigrants and refugees.

Due to the large number of refugee's that have resettled in the community, several issues have arisen with reference to this population's access to services and assimilation to the American lifestyle. Translation services, lead poisoning prevention, English as a Second Language (ESL) courses, workforce development programs and basic education on the skills that are required to live in an apartment are essential to transition refugees into the community.

In as much as the elderly currently represent 15% of Manchester's population and the number of retirement-age citizens is expected to increase over the next five years, the City will continue to support the agencies that service the needs of the community's aging population.

The City's continued support of health and human service organizations and its commitment to a high quality of life for all of its citizens positively impacts Manchester's economic vitality as it strives to compete with other communities in a competitive market. The quality of life for the workforce and the satisfaction of Manchester residents with the community is a factor for companies considering a move to or an expansion of their presence in the City. The City's ability to provide the basic services necessary to keep people housed, educated and healthy has become an important factor in the effectiveness and success of its economic development strategy. Ultimately this impacts on the City's ability to provide additional services to its citizens and new refugees not financially able to access such services.

Strategy Elements

- Provide pharmaceuticals, health care and dental service to low and moderate income individuals.
- Provide Manchester's uninsured access to health care.
- Coordinate and support the implementation of services in a network to provide refugee populations with access to safe housing and all essential services.
- Utilize CDBG funding to provide affordable daycare for low-income families.
- Offer after school tutoring, mentoring and recreational programs to youth residing in low-income neighborhoods.
- Provide support and services to Manchester's frail elderly.

- Utilize available resources to assist non-profit organizations with the upkeep and maintenance of their buildings that serve as points of service.
- Utilize the Greater Manchester Community Needs Assessment 2009 (Health Department Study) as a tool to prioritize health and human service activities.

The following are benchmarks that can be used to measure the progress of the strategy over the next year.

- Provide dental services to 600 underserved children.
- Benefit a minimum of 650 individuals as a result of providing medical care to the uninsured.
- Manchester Health Department will collaborate with school nurses, registered dietitians at health care organizations and with healthy homes programming to identify at least 25 high-risk families who would benefit from a home visit for intensive nutritional counseling/assistance.
- Manchester Health Department will partner with at least three major afterschool/childcare programs to provide nutrition planning and staff education to standardize the meals/snacks that are provided to program participants.
- Manchester Health Department will continue the implementation and evaluation and evaluation of the Healthy Corner Stores Initiative in NRSA stores; including exploring the Initiative's potential expansion to the West Granite Neighborhood.
- Manchester Health Department to carry out the implementation of newly developed programming for the NRSA through community-based initiatives, such as the Healthy Eating Active Living Project, Safe Routes to School and the Dartmouth Institute's Prevention Research Center.
- Affordable daycare services will benefit a minimum of 300 low-income families.
- Provide 116,000 hot meals to Manchester's frail elderly.
- Enrich the lives of Manchester's youth by providing programming to 1500 income eligible youth.
- Provide services to 100 families with children that suffer from abuse.
- Assist a minimum of 280 immigrant or refugee individuals by providing various services.

HUD-Assisted Programs:

Big Brothers and Big Sisters – One-to-One Mentoring - \$10,000*

Agency Leverage \$230,000

Child and Family Services – Homemaker Program - \$13,000*

Agency Leverage - \$664,370

Child Health Services – Pediatric Clinic - \$65,000*

Agency Leverage \$3,255,821

Court Appointed Special Advocates of NH - \$13,000*

Agency Leverage \$61,608

Girls Inc. – Café Lauren - \$5,000*

Agency Leverage \$77,650

Girls Inc. – Girls Center - \$10,800*
 Agency Leverage \$318,000
 Health Department - Community Oral Health Collaborative - \$5,000*
 City Leverage \$0
 Health Department - Neighborhood Health & Nutrition Program - \$25,000*
 City Leverage \$0
 Home Health and Hospice Care – Indigent Care - \$4,500*
 Agency Leverage \$1,036,750
 Holy Cross Family Learning Center – ESL/Citizenship/Civics/Sewing/Operations - \$10,000*
 Agency Leverage \$40,000
 Manchester Community Health Center – Pharmacy Voucher Program - \$25,000
 Agency Leverage \$12,750
 New American Africans – Outreach, Family Advocacy, Support & Case Management Services - \$7,000*
 Agency Leverage \$35,000
 Office of Youth Services – Project Youth Reach - \$72,096
 City Leverage \$0
 Salvation Army Kids Café - \$30,000
 Agency Leverage \$226,300
 Southern NH AHEC – Interpretation Training - \$10,000
 Agency Leverage \$45,000
 Southern NH Services Multi-Cultural Services - \$4,150*
 Agency Leverage \$39,764
 St. Joseph Elderly Nutrition Program - \$30,700*
 Agency Leverage – \$756,733
 Easter Seals – Child Care and Family Resource Center - \$30,000*
 Agency Leverage \$1,250,000
 YMCA Y-START Program - \$56,000
 Agency Leverage- \$142,209

*Public Service Project

Total funds leveraged by HUD assisted Programs - \$8,161,955

Non-HUD Funded Program Elements:

Health Department - State Funded Programs & Activities (5) - \$220,761

Total funds leveraged by Non-HUD assisted Programs-\$0

Benchmarks:

Provide childcare services to 300 unduplicated clients.

Provide mentoring to 80 youth.

Provide training, after school activities and meals to 891 youth.

Provide dental care to 600 children who cannot afford to access these services.

Provide comprehensive health care to 650 youth.

Reduce Manchester's childhood obesity rate as a result of providing community based nutrition programming to high risk families.

Provide home care services to 150 low-income seniors and/or individuals with disabilities.

Provide guardians ad litem (child advocates) for 100 children. .

Provide meals to 810 homebound elderly and disabled individuals.

Serve 500 individuals in a low cost pharmaceutical program.

Provide funding to support multi-cultural activities including interpretation services to 324 individuals.

Provide hospice care to 25 individuals.

Serve 500 high risk Manchester youth by partnering with the Police Department to engage disconnected youth.

STRATEGY 5

EMERGENCY SHELTER, TRANSITIONAL HOUSING & STRATEGIES FOR THE HOMELESS

All homeless providers that are funded in accordance with this Action Plan are part of a local Continuum of Care (CoC) designed to provide timely access to important community based services. Employment training, medical care, mental health and substance abuse counseling, housing and other services facilitate an individual's or family's ability to attain and maintain a stable living environment. The initiatives that are outlined as a part of this strategy are consistent with the goals of the City's 2008 Ten Year Plan to End Homelessness and the HEARTH Act Performance Measures discussed in a later section. The goals of the Ten Year Plan include the following:

- Rapidly re-house the homeless
- Prevent people from becoming homeless
- Provide adequate employment/educational services
- No one sleeps or lives on the streets
- Focus on needs of homeless Veterans
- Increase access to supportive services
- Build public awareness
- Maintain a Steering Committee to serve as community champions for the Ten Year Plan

The City's experience and success with the HPRP program over the last two years supports continued emphasis on rapid re-housing. This activity is in alignment with the City's 10-Year Plan to End Homelessness and the Manchester CoC Goals and meets the National Objective goals of reducing the length of time homeless and reducing recidivism into homelessness. With the exhaustion of those funds and pending public input and approval by Manchester's Board of Mayor and Alderman, the City plans to continue rapid re-housing and homeless prevention activities through ESGP funding as provided for and allowable by the HEARTH Act and through HOME funds.

Strategy Elements:

- Participate in the Continuum of Care (CoC) process to access additional available resources to meet the needs of Manchester's Homeless population.
- Continue to collaborate with non-profit organizations to support rapid re-housing, relocation, stabilization services and homeless prevention services.
- Support organizations that provide ESGP-eligible emergency shelter essential services.
- Offer street outreach to homeless individuals that do not access services from the traditional shelter setting.
- Continue to support the operation of the Manchester Homeless Services Center--a place where Manchester's homeless adults can find a safe refuge from the elements, have lunch and most importantly access a variety of services in one centralized location.

- Support agencies in need of training and other support in the HMIS data collection process.
- Continue to coordinate with the City's Homeless Service Coordinator to implement the goals and objectives that have been outlined as a part of the 2008 Ten Year Plan to End Homelessness.

Performance Measures:

To the greatest extent possible, ESGP funds will be utilized in a targeted manner to help achieve the overall Manchester CoC goals and performance measures – which are in alignment with HUD's National Objectives for CoCs – as detailed in the Consolidated Plan. ESGP performance standards will be in alignment to help achieve the goals and objectives of the Manchester 10-Year Plan to End Homelessness also detailed in the Consolidated Plan.

ESGP projects and activities will meet HEARTH Act performance measures as follows:

- No one is homeless longer than 30 days
- Reduce average length of time homeless
- Reduce returns to homelessness
- Improve program coverage
- Reduce the number of homeless
- Improve employment rate and income amount
- Reduce first time homelessness
- Prevent homelessness and achieve independent living in permanent housing for homeless individuals/families/youth

Benchmarks:

The following are benchmarks that will be used to measure the progress of the strategy over the next year:

- Secure permanent housing for 100 households who are literally homeless by providing security deposit guarantee and/or rental assistance, case management and other rapid re-housing, housing relocation and stabilization services.
- Homeless prevention, including housing relocation, stabilization and case management services, to assist 300 households who are income eligible and at risk of homelessness to obtain and successfully retain permanent housing.
- Provide tenant based rental assistance to help 100 homeless and other very low income tenants secure and remain in safe, affordable housing. Other benchmarks include
 - 50 low/very low income households will be provided security deposit assistance.
 - 10 homeless and at risk families will be assisted with short-term rent subsidy to help them remain in supportive housing while working on self-sufficiency skills.
- Outreach, crisis intervention, emergency shelter to 150 homeless, at-risk of homeless and runaway youth.
- Provide daily, comprehensive essential shelter services to 600 homeless individuals at the Homeless Services Center.

- Support operations of an emergency shelter to 80 women and children who are victims of domestic violence.
- Provide emergency shelter and essential services for 1,050 men, women, youth and children.
- Provide 72,000 meals and distribute 9,000 bags of food to men, women and children.
- Provide emergency shelter necessary renovations/improvements to a women's shelter. benefitting 72 homeless women.
- Continue support of the Homeless Services Coordinator.
- Continue implementation of the City's 2008 Ten Year Plan to End Homelessness.

HUD-assisted Program Elements:

Granite United Way – Homeless Services
 Director - \$11,000
 Agency Leverage - \$50,000
 Child and Family Services - Runaway
 Homeless Youth - \$13,400
 Agency Leverage - \$84,897
 Manchester Emergency Housing –
 Operations - \$10,000
 Agency Leverage \$160,000
 New Horizons – Capital Improvements -
 \$10,000
 Agency Leverage - \$0
 New Horizons – Essential Services -
 \$12,500
 Agency Leverage \$169,938
 New Horizons – Shelter Operational
 Expenses - \$35,000
 Agency Leverage - \$88,166
 Planning and Community Development –
 HMIS Training/Program Support - \$7,000
 City Leverage - \$0
 The Way Home – Innovative Homeless
 Prevention/Intervention - \$43,292
 Agency Leverage - \$125,000
 The Way Home Tenant Based Assistance -
 \$50,000
 Agency Leverage - \$175,000
 YWCA – Emily's Place Operations - \$7,500
 Agency Leverage - \$100,000

Total funds leveraged by HUD assisted
 Programs - \$953,001

Non-HUD Funded Programs:

Health Department – Homeless Healthcare -
 \$488,361
 Granite United Way – Homeless Services
 Director - \$19,000
 Granite United Way – Manchester COC
 Homeless Services Center - \$15,000
 Agency Leverage \$145,000
 Helping Hands Outreach Center –
 Transitional Shelter - \$10,000
 Agency Leverage \$177,511

Total funds leveraged by Non-HUD assisted
 Programs - \$322,511

Benchmarks:

Crisis intervention services to 1200 youth at
 risk.
 Provide daily comprehensive services to 900
 homeless at the Homeless Services Center.
 Increase the number of Homeless
 Information Management System (HMIS)
 licenses by two, renew 5 HMIS licenses and
 provide training to new HMIS users.
 Implementation of the City's 2008 Ten Year
 Plan to End Homelessness resulting in the
 elimination of Homelessness in Manchester
 on or before 2018.
 Provide emergency shelter, transitional
 housing and supportive services for 1,920
 men, women, youth and children.
 Provide 72,000 meals and distribute 9,000
 bags of food to men, women and children.

Security deposit assistance will be provided to 150 households.

10 homeless and at risk families will be assisted with a short-term rent subsidy.

STRATEGY 6

RECREATIONAL OPPORTUNITIES

The recreational and open space areas of the City play an important role in the community and contribute to the quality of life that attracts new families as well as businesses.

Throughout the City there are a number of selected areas that need new or expanded park and recreation facilities. However, given the limited funding available to address park needs, current facilities and programs that are heavily used and in need of repair are given priority. The attention to such facilities in CDBG eligible areas has for many years been accomplished through the expenditure of a significant portion of the City's entitlement grant. This emphasis on recreational facilities in CDBG eligible, (i.e. mainly inner city) areas has resulted in most of the facilities having been improved. As a result, the city has utilized CDBG funding to support youth recreation activities that benefit Manchester's disadvantaged youth. In recent years the City has been unable to utilize CDBG funding to upgrade the community's recreational facilities in income eligible areas due to reduced funding levels. However, the City has continued to support youth recreation activities. It is important to note that the City will commit other sources of funds to improve recreational facilities in other parts of the community.

Strategy Elements

- Utilize CDBG funds to provide youth recreation programs to income eligible youth.
- Provide organized after school youth recreation to children in public housing complexes.
- Provide summer recreation programs for income eligible youth.
- Provide for increased conservation areas within the City.
- Encourage trail systems that connect with City parks and large natural areas both within the City and in adjacent communities.
- Improve parks, playgrounds and school recreational facilities prioritized in the City's Parks Master Plan.

The following are benchmarks that can be used to measure the progress of the strategy over the next year.

- Provide after school youth recreation activities to 2,500 children residing in the inner city and public housing.
- Provide summer recreation programs to 1,125 children residing in the inner city.

HUD-assisted Program Elements:

Boys and Girls Club – Inner City After School Program - \$20,000*
Agency Leverage \$1,022,246
Girls Inc. – Girls Center - \$10,800*
Agency Leverage \$318,000

MHRA Youth Education and Enrichment Program - \$18,500*
Agency Leverage \$88,452
Highway Parks and Recreation – Fun in the Sun - \$30,850
City Leverage \$0

Highway Parks and Recreation – Youth
Recreation Activities - \$107,000

City Leverage \$0

Intown Manchester – Free Summer
entertainment Series – Veterans Park -
\$9,000

Agency Leverage \$10,000

Palace Theatre – Operations - \$25,000

Agency Leverage \$2,511,794

Salvation Army Kids Café - \$30,000

Agency Leverage \$226,300

Total funds leveraged by HUD assisted
Programs - \$4,176,792

Non-HUD Funded Program Elements:

No Non-HUD funded program elements.

Benchmarks:

Provide youth recreation activities to 2,500
children residing in the inner city and public
housing.

Provide summer recreation programs to
1,125 children residing in the inner city.

Host 4 free concert events in the City during
the Summer.

Increase the number of free performances at
the Palace Theatre provided to local students
to expand their appreciation of performing
arts.

STRATEGY 7

INFRASTRUCTURE IMPROVEMENTS

A planned program providing for adequate maintenance, appropriate improvements and necessary expansion of the City's infrastructure is vital to the City's physical and financial integrity. Systemic identification and resolution of infrastructure defines and ensures that City residents will not be unfairly burdened by the need to address costly emergency repairs or rehabilitation of parks, bridges, roads sewers, parking facilities etc. Through the multi-year Community Improvement Plan infrastructure needs are addressed in a prioritized manner that sequences the improvements so as not to unduly burden the Manchester taxpayer. CDBG funding will be utilized to improve the infrastructure of income eligible census tracts as well as the Neighborhood Revitalization Strategy Area. CDBG funding has not been set aside in this years Community Improvement Program to upgrade the City's infrastructure. Upgrades to the City's infrastructure in income eligible census tracts will be completed with previous years funding. Wherever possible, the initiatives outlined as a part of this strategy shall be consistent with the following Master Plan goals:

- **Gateways & Corridors** - Improve the City of Manchester's "Curb Appeal". A good first impression is important to attract visitors, businesses, investors and can make the residents proud of their community.
- **Streetscapes** - Improve the quality and usability of streetscapes.
- **Walkability** - Provide and promote walkable neighborhoods.
- **Alternative Transportation** - Support the integration of alternative transportation systems including walking, biking, Segways, buses, taxis, rail and flying.
- **Traffic Management** - Future focus should be placed on upgrading of existing streets and meeting demands from increased automotive travel and traffic congestion through the use of intelligent computer-based management systems for the existing roadway structure.
- **Trails** - Continue the development of a significant trail system. These trails can be used both for recreational activities as well as alternative transportation.
- **Greening Manchester** - The City should continue to promote green areas for the health and welfare of the residents.
- **Public Facilities** - Upgrade and maintain the City's inventory of Public Facilities.

Strategy Elements

- Improve ADA Access to infrastructure. (Universally accessible ramps and curb cuts).
- Eliminate architectural barriers in City Buildings.
- Street and road improvement and reconstruction.
- Improvements to the water, drainage and sewer systems.
- Sidewalk construction and reconstruction.
- Parking garage improvements.
- Bridge repair and rehabilitation.
- Continue the operation of the Manchester Transit Authority
- Addition of five new 20-24 passenger ADA accessible lift vans to the MTA fleet.
- Improvements to the Manchester-Boston Regional Airport
- Upgrade traffic control system.

- Removal and/or pruning of trees in hazardous condition along City streets, within City parks and on other City owned land.

The following are benchmarks that can be used to measure the progress of the strategy over the next year.

- Increase water and sewer main capacity in the City.
- Increase the number of flights arriving and departing from the Manchester Airport.
- Selection and purchase of a site to serve as a rail station and multi-modal center.
- Produce a comprehensive bicycle and pedestrian access plan.
- Improve streets, sidewalks, traffic lighting, etc. in 2-3 income eligible neighborhoods.

HUD-assisted Program Elements:

Highway – Municipal Infrastructure-
\$250,000 (Previous Years Funding)

City Leverage - \$0

Highway Public Facilities – Municipal

Energy Reduction Loan Payment - \$22,141

City Leverage-\$22,141

Total funds leveraged by HUD assisted
Programs - \$22,141

Non-HUD Program Elements:

Highway Department – Residential 50/50
Sidewalk Programs - \$150,000

Highway Department – Annual ROW
Improvements Program – \$2,000,000

Highway Department – Elm Street
Sidewalks Reconstruction – \$380,000

Highway Department – Mast Road Drain -
\$385,000

Highway Public Facilities – Municipal
Energy Reduction Loan Payment - \$22,141

Highway Department Environmental
Protection Division – CSO Abatement

Program, Cohas Brook Sewer Project –
Contract 3 - \$8,200,000

Airport – Roadway and Parking, Airside
Improvements, Terminal & building
Improvements, Equipment Replacements,
Residential Sound Insulation Program -
\$12,111,000 (Previous Years Funding)

Water Works – Capital Improvements –
Pump Station Improvements, Cleaning &
Lining, Connect Dead-end Mains, Domestic
Service Relays, Fire Service Relay, Hydrant
Program, Merrimack River Supply Project,
Meter Exchange Program, Relay Online
CIP, Water Treatment Plant Improvements,
Watershed Structure Improvements -
\$3,062,200

No funds leveraged by Non-HUD assisted
Programs - \$0

Benchmarks:

Infrastructure Improvements to include
upgrades to selected inner city streets.

STRATEGY 8

PLANNING AND PUBLIC MANAGEMENT

The focus of this strategy is to effectively administer Entitlement funding and complete planning studies that improve the quality of City services. Effective management of community development activities is critical to efficient and effective delivery of City services and facilities. As in the past, the HUD funds will be used to leverage larger commitments of funds from other sources to complete the elements of the strategy.

Strategy Elements

- Procurement of consultants to conduct studies and analyses that cannot be accomplished by the Planning Department staff.
- Administer and monitor Entitlement funding in accordance with federal requirements.
- Utilize CDBG funding to purchase electronic data collection and management systems.

The following are benchmarks, which can be used to measure the progress of the strategy over the next year.

- Complete 2 planning studies.
- Update the City's Zoning Ordinance.
- Improve Homeless Management Information Management System (HMIS) reporting to HUD.
- Benefit low and moderate income individuals through the administration of the entitlement program.

HUD-assisted Program Elements:

Planning and Community Development –
HMIS Training/Program Support - \$7,000
City Leverage - \$0

Fire Department – Central Fire Station -
Emergency Generator Replacement - \$55,000
City Leverage \$288,000

Planning and Community Development –
Community Development Initiatives - \$10,000
City Leverage \$0

Planning & Community Development –
Administration - \$345,060
City Leverage \$0

Planning and Community Development –
Neighborhood Planner - \$40,071 CDBG,
\$40,000 NSP

City Leverage - \$0

Total funds leveraged by HUD assisted
Programs - \$288,000

Non-HUD Funded Program Elements:

Fire Department – Central Fire Station -
Emergency Generator Replacement - \$288,000
Fire Department – Homeland Security Grant –
\$500,000

Health Department – Public Health
Preparedness - \$436,000

Health Department – TB Prevention & Control
- \$35,000

Highway Department – Facilities – MER -
\$750,000

**No funds leveraged by Non HUD assisted
Programs**

Benchmarks:

Increase Homeless Information Management
System (HMIS) licenses by two, renew 5
HMIS licenses and provide training to new
HMIS users.

Increase provision of professional/technical support necessary to develop and carry out citywide plans & strategies and comply with various governmental requirements. Successfully administer and monitor entitlement funding in accordance with federal requirements.

Comprehensive revitalization of one City neighborhood.
Equip the Central Fire Station with an emergency generator to provide power in the event of a catastrophe.

STRATEGY 9

EDUCATION & SKILLS DEVELOPMENT

The City will work with the Manchester School District, universities, colleges and job training facilities to provide safe, healthy, nurturing and respectful environments in which all students have the opportunity to acquire knowledge and skills that will enable them to become life-long learners as well as positive and productive citizens.

The activities to be accomplished as part of the City's Education & Skills Development Strategy are 1) an increase in school capacity – particularly at the middle and high school levels; 2) major improvements to school facilities; 3) job training and skills enhancement; and 4) educational youth mentoring. To the extent that CDBG dollars will be expended on school facilities, the motivation will be to implement the City Year New Hampshire Whole Child Whole School Program and the 21st Century Community Learning Centers Project iSucceed.

Strategy Elements

- Provide improved condition of all schools.
- Provide educational programming to inspire and empower adolescents to be compassionate, courageous and committed leaders in their communities.
- Provide added capacity at the middle and high school levels.
- Support job training and skills enhancement as a part of the programs offered by the Manchester Community Resource Center.

The following are benchmarks that can be used to measure the progress of the strategy over the next year.

- Enrich the lives of Manchester's youth by providing educational programming to 2,880 income eligible youth.
- Reduce the rate of unemployment as a result of providing skills enhancement and job training to a minimum of 575 individuals.

HUD-assisted Program Elements:

21st Century Community Learning Centers – Project iSucceed - \$25,000

Agency Leverage \$28,916

Manchester Community Music School – MCMS Financial Aid Fund - \$4,000

Agency Leverage \$70,000

Manchester Community Resource Center – Adult Workforce Development - \$60,000

Agency Leverage \$89,000

Manchester Community Resource Center – Summer Youth Employment Program - \$20,000

Agency Leverage \$16,000

YMCA Y-START Program - \$56,000

Agency Leverage- \$142,209

City Year New Hampshire – Whole Child Whole School - \$150,000*

Agency Leverage \$1,594,251

Total funds leveraged by HUD assisted Programs - \$1,940,376

Non-HUD Assisted Program Elements:

Manchester Community Resource Center – Summer Youth Employment Program - \$18,000

No funds leveraged by Non-HUD Assisted Programs

Benchmarks:

Provide school based mentoring programs to 2700 school children.

Provide homework help to students in 7 schools throughout the City.

Funding to provide a comprehensive after-school program designed to meet the needs of youth and families living in Manchester's Center City.

Provide after-school educational and enrichment dropout prevention programming to 125 at risk youth that attend Beech Street and Henry Wilson Elementary Schools.

Provide employment-related services to 550 individuals from the Inner City that have become recently unemployed.

Provide summer youth employment programming to 25 at risk teens.

55 low income Manchester elementary, middle and high school students to benefit from after-school and summer music programs.

ENTITLEMENT FUNDED PROJECTS WITH EXPENDITURE LIMITS

I. Administration and Planning (CDBG)

1.	CIP # – Planning-Administration	CDBG - \$302,000.00
2.	CIP # – Planning-Community Development Initiatives	CDBG - \$10,000.00
3.	CIP # – Planning-Neighborhood/Community Planner	CDBG - \$51,000.00

Total..... CDBG - \$363,000.00

II. Administration (HOME)

1.	CIP #810010 – Planning-Administration	HOME - \$86,000.00
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Total..... HOME - \$86,000.00

III. CHDO Set-Aside (HOME)

1. CIP #611910 – Planning-HOME/CHDO Project	HOME - \$116,785.00
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Total.....	HOME - \$116,785.00
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IV. Public Service Cap (CDBG)

1. CIP # – New American Africans-After School Program	CDBG - \$700.00
2. CIP # – OYS-Project Youth Reach	CDBG - \$8,189.00
3. CIP # – Big Brothers Big Sisters-One to One Mentoring	CDBG - \$7,000.00
4. CIP # – Boys and Girls Club-Inner City After School	CDBG - \$10,000.00
5. CIP # – Child and Family Services-Homemaker Services	CDBG - \$9,450.00
6. CIP # – Child Health Services-Pediatric Clinic	CDBG - \$28,000.00
7. CIP # – City Year-Whole School Whole Child	CDBG - \$7,500.00
8. CIP # – CASA-Support Abused Children	CDBG - \$6,750.00
9. CIP # – Girls Inc.-Café Lauren	CDBG - \$3,750.00
10. CIP # – Girls Inc.-Girls Center	CDBG - \$8,100.00
11. CIP # – Health Dept.-Community Oral Health	CDBG - \$4,000.00
12. CIP # – Home Health & Hospice-Indigent Care	CDBG - \$1,125.00
13. CIP # – MHCGM-Family Coach	CDBG - \$1,687.50
14. CIP # – SNHS-Multicultural Services	CDBG - \$4,500.00
15. CIP # – St. Joseph Community Srvcs.-Elder Nutrition Program	CDBG - \$23,025.00
16. CIP # – VNA-Child Care Center	CDBG - \$24,000.00
17. CIP # – YMCA-Y-START	CDBG - \$11,200.00
18. CIP # – MHRA-Youth Educ. & Enrich. Program	CDBG - \$3,700.00
19. CIP # – Highway/Parks-Fun in the Sun JFK	CDBG - \$6,170.00
20. CIP # – Highway/Parks-Youth Recreation	CDBG - \$9,700.00
21. CIP # – Health Dept. Weed & Seed Coordinator	CDBG - \$6,000.00
22. CIP # – Police-Weed & Seed Officer	CDBG - \$8,100.00
23. CIP # – 21 Century Learners-iSucceed	CDBG - \$6,250.00
24. CIP # – Child Advocacy Center-Child Abuse Prevention	CDBG - \$1,000.00
25. CIP # – Child Advocacy Center-Forensic Interviews	CDBG - \$3,500.00
26. CIP # – Intown Manchester-Free Summer Series	CDBG - \$10,000.00
27. CIP # – Manchester Comm. Music School-Financial Aid Fund	CDBG - \$1,125.00
28. CIP # – NH Catholic Charities-Art Diversity	CDBG - \$1,125.00
29. CIP # – Palace Theater-Operations	CDBG - \$7,500.00
30. CIP # – Acting Loft-Off the Streets/Onto the Stage	CDBG - \$2,250.00
31. CIP # – MTA-Transportation Subsidy	CDBG - \$25,000.00
32. CIP # – Holy Cross-Family Learning Center-Staff Support	CDBG - \$5,000.00

Total.....	CDBG - \$255,396.50
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V. NRSA Projects Not Subject To Public Service Cap

1. CIP # – New American Africans-After School Program	CDBG - \$6,300.00
2. CIP # – OYS-Project Youth Reach	CDBG - \$73,701.00
3. CIP # – Big Brothers Big Sisters-One to One Mentoring	CDBG - \$3,000.00
4. CIP # – Boys and Girls Club-Inner City After School	CDBG - \$10,000.00

5.	CIP # – Child and Family Services-Homemaker Services	CDBG - \$4,050.00
6.	CIP # – Child Health Services-Pediatric Clinic	CDBG - \$42,000.00
7.	CIP # – City Year-Whole School Whole Child	CDBG - \$142,500.00
8.	CIP # – CASA-Support Abused and Neglected Children	CDBG - \$6,750.00
9.	CIP # – Girls Inc.-Café Lauren	CDBG - \$1,250.00
10.	CIP # – Girls Inc.-Girls Center	CDBG - \$2,700.00
11.	CIP # – Health Dept.-Healthy Homes Peer Intervention	CDBG - \$10,000.00
12.	CIP # – Health Dept.-Neighborhood Health & Nutrition	CDBG - \$20,000.00
13.	CIP # – Health Dept.-Community Oral Health	CDBG - \$16,000.00
14.	CIP # – Home Health & Hospice-Indigent Care	CDBG - \$3,375.00
15.	CIP # – MHCGM Family Coach	CDBG - \$5,062.50
16.	CIP # – SNHS-Multicultural Services	CDBG - \$4,500.00
17.	CIP # – St. Joseph Community Srvcs.-Elder Nutrition Program	CDBG - \$7,675.00
18.	CIP # – Salvation Army-Kids Café	CDBG - \$27,500.00
19.	CIP # – VNA Child Care Center-Child Care	CDBG - \$6,000.00
20.	CIP # – YMCA-Y-START	CDBG - \$44,800.00
21.	CIP # – Police-Weed & Seed Teen Night	CDBG - \$5,000.00
22.	CIP # – MHRA-Youth Educ. & Enrich. Program	CDBG - \$14,800.00
23.	CIP # – Highway/Parks-Fun in the Sun JFK	CDBG - \$24,680.00
24.	CIP # – Highway/Parks-Youth Recreation	CDBG - \$87,300.00
25.	CIP # – Health Dept.-Weed & Seed Coordinator	CDBG - \$54,000.00
26.	CIP # – Police-Weed & Seed Officer	CDBG - \$72,900.00
27.	CIP # – 21 Century Learners-iSucceed	CDBG - \$18,750.00
28.	CIP # – Child Advocacy Center-Child Abuse Prevention	CDBG - \$1,000.00
29.	CIP # – Child Advocacy Center-Forensic Interviews	CDBG - \$3,500.00
30.	CIP # – Manchester Comm. Music School-Financial Aid Fund	CDBG - \$3,375.00
31.	CIP # – NH Catholic Charities-Art Diversity	CDBG - \$3,375.00
32.	CIP # – Palace Theater-Operations	CDBG - \$17,500.00
33.	CIP # – Acting Loft-Off the Streets/Onto the Stage	CDBG - \$2,250.00
34.	CIP # – Holy Cross-Family Learning Center-Staff Support	CDBG - \$5,000.00

Total.....CDBG - \$750,593.50

Note: \$750,593.50 or 44% of the total CDBG allocation has been committed to complete activities in the Neighborhood Revitalization Strategy Area, which encompasses the Center City. The Center City consists of Census Tract Block Groups that are primarily occupied (> 51%) by low and moderate-income households.

OVERALL COMMUNITY IMPROVEMENT PROGRAM

The following identified as FY 2013 CIP summarize the entire Community Improvement Program for the City of Manchester as currently proposed for Fiscal Year 2013 beginning on July 1, 2012.

This Table is for information purposes only and is intended to show how the HUD funded programs fit into the overall CIP and what other funding sources are being used to address community development needs.

The Table includes a listing of all activities expected to be undertaken with HUD funding next year.

GEOGRAPHIC DISTRIBUTION

All funds are proposed to be available on a citywide basis with the main focus on the Center City.

CDBG and HOME funds will be available to all agencies, however adherence to all eligibility requirements in regards to income must be documented.

ESGP funding sets specific guidelines as to the allocation.

The following nine maps identify the geographic areas in which the primary focus of the activities will be undertaken.

PROGRAM SPECIFIC REQUIREMENTS

The City of Manchester is an entitlement community for Community Development Block Grant (CDBG) funds. The amount of program income (\$73,152) is included in this plan and it should be noted that there are no float funded activities included in the plan and there are no revolving loan funds. All surplus or contingency funds have also been included in the plan. There are no known "urgent needs" to be designated by the City. The locations of all projects to be completed with CDBG monies are noted on each page of the previous Listing of Proposed Projects.

Emergency Solutions Grant (ESGP) 91.220(l)(4)

Written Standards for Provision of ESGP Assistance

Each ESGP program activity will have a standard program entry criteria/intake that will be developed in consultation with the CoC and other agencies/stakeholders. The City is also working with the MCoC Data Collection Committee in developing a centralized intake form for all programs to utilize which will be consistent with the HMIS HUD minimum data elements.

No participant may receive more than 24 months of assistance within a 3-year period. Subrecipients of ESGP funding must have written, non-discriminatory process for termination of services given to clients at intake.

All subgrantees shall be responsible for connecting each client to any/all mainstream resources that they are eligible for. Subgrantees shall also be responsible for providing life-skills training for each client:

- Budgeting
- Managing Money
- Managing a household
- Resolving Conflict
- Shopping for food and needed items
- Improving nutrition
- Using Public Transportation
- Parenting
- Other skills as needed.

The City expects ESGP funded agencies to work together to provide this training to clients to help avoid duplication of efforts. ESGP funded agencies are also expected to utilize other non-profits and volunteers to help with this training.

Written Standards for Rapid Re-housing and Homeless Prevention Assistance

This funding may be used for rental assistance and housing relocation and stabilization services associated with those clients receiving rental assistance. All participants receiving ESGP rapid re-housing and homeless prevention assistance must be homeless (by HUD definition) for rapid re-housing or at imminent risk of homelessness, which is documented in writing for prevention.

Priority must be provided for those individuals/households in a potentially dangerous situation, those with serious health concerns, unsheltered families and those who literally have nowhere else to go (shelters, friends, family, etc.). All participants must have some income but not to exceed 30% of AMI as directed by HUD. Potential participants must have an initial intake assessment where all income, former housing status/information, skills, education, and any additional pertinent information is gathered. Subrecipients will have a written non-discriminatory policy on how this information is reviewed and decisions arrived at regarding assistance. If a household is not approved for rapid re-housing or homeless prevention assistance it is the responsibility of the Subrecipient to work with the client/household to access other services to help them to achieve housing.

Households receiving rapid re-housing or homeless prevention assistance must meet with a case manager a minimum of one time per month. These meetings will include budgeting assistance, assistance in connecting to mainstream resources, referrals to jobs skills/educational resources, education on how to be a good tenant and other assistance based on individual needs.

Households receiving rapid re-housing or homeless prevention assistance will be responsible for paying 30% of their income towards their rent. Households may receive up to 6 months of rental assistance.

Subrecipients of ESGP funding will be expected to develop relationships with area landlords and work to decrease rental rates based on their provision of case management, funding for rent and supportive services for their potential tenants.

Written Standards for Emergency Shelter Assistance

Policies and procedures for evaluating individuals' and families eligibility must be consistent with the definition of homeless (24 CFR 576.2) as well as with record-keeping requirements.

All Emergency Shelter shall also adhere to State Administrative Ruling PART He-M 314 Rights of Persons Using Emergency Shelters (Statutory Authority: RSA 126-A:31), including, but not limited to, the following sections:

He-M 314.06 Admission.

- (a) No person, regardless of previous place of residence, shall be denied admission to an emergency shelter if beds or rooms are available, except as detailed in He-M 314.07 below.
- (b) No person shall be denied emergency shelter because he or she does not have a valid state driver's license, non-driver ID, or other form of government-issued identification.
- (c) An emergency shelter shall have the ability to approve admission of persons at least 18 hours per day and 7 days per week. A shelter may defer entry to the facility until the facility opens for the night except as provided in He-M 314.05(g).
- (d) A shelter shall, at a minimum, admit a person to an available bed during the shelter's posted evening hours. A shelter shall admit a person at other hours if staff resources permit.

(e) No person seeking admission to an emergency shelter shall be denied access for lack of funds to pay for shelter nor be required to receive approval of a third party payor or intermediary.

(f) Shelters may establish a sliding fee scale for admission to the shelter, provided that the fee scale includes the provision of shelter services at no cost to guests who are currently unemployed and lack other means of financial support.

(g) At the time of admission, shelters shall advise guests of the daily fee, if any, the guest will be charged.

(h) Shelter fees paid by guests shall:

(1) Be structured so as not to inhibit transition into permanent housing; and

(2) Not exceed 30% of a guest's net income.

He-M 314.07 Denial of Admission and Termination of Service.

(a) A request for admission to a shelter shall be denied if the person requesting services poses a direct threat to the health or safety of others in the shelter and the shelter is unable to provide a reasonable accommodation which would eliminate the risk of direct threat. When a person is denied admission on this basis, the shelter may contact the local police department.

(b) A request for admission to a shelter shall be denied if the shelter lacks space to house the person.

(c) A request for admission to a shelter may be denied if the shelter is a specialized facility and the person seeking shelter is not a member of the special population for which the shelter is designed.

(d) For any person who is denied admission to a shelter, the shelter shall:

(1) Inform the person of the reasons for the denial;

(2) Make every effort to locate alternate emergency shelter; and

(3) Inform the person of the shelter's grievance procedures if the denial is for any reason other than lack of space or failure to meet the shelter's admission criteria.

(e) An emergency shelter may require a guest to leave the shelter under the following circumstances:

(1) The guest engages in behavior which poses a direct threat to the health or safety of others in the shelter;

(2) The guest engages in behavior which poses a direct threat to his or her own health or safety;

(3) The guest steals or destroys the property of the shelter or other guests, provided that if the guest denies such allegations he or she shall not be required to leave unless:

a. The guest is arrested by the police; or

b. Following an investigation by a shelter staff member, pursuant to (h) below, the staff member conducting the investigation finds the allegation to be true; or

(4) The shelter director or person in charge of the shelter at the time of the incident has reason to believe that the guest, while on the premises, is engaging in behavior that substantially interferes with the use and enjoyment of the premises by other guests.

(f) A shelter shall maintain a log of all guests required to leave the shelter and the reasons therefor. The information contained in the log shall be forwarded to the bureau of homeless and housing services upon request.

(g) Whenever a guest is required to leave a shelter pursuant to (e) above, the shelter shall:

(1) Provide the guest written documentation of the reason for being required to leave the shelter and the time frame during which the guest cannot return to the shelter; and

(2) No later than 24 hours after the guest is excluded, create a written record which contains the following information:

a. A full description of the guest's behavior that resulted in his or her being required to leave the shelter;

b. The names of the persons who were adversely affected by the behavior; and

c. The signature of the staff member who witnessed the behavior or conducted the investigation.

(h) If the circumstances that result in a guest being required to leave a shelter are not witnessed by a staff member, the incident shall be investigated by a staff member. Shelter staff shall document in the written record required in (g) above that the matter was investigated by a staff member and identify who performed the investigation.

(i) No guest shall be required to leave a shelter based upon the application of a limit on the length of time that a guest is allowed to remain in residence.

Written Standards for Street Outreach Assistance

Street outreach activity funded with ESGP monies is offered to homeless, runaway and all youth in an effort to reach the target audience—those who are homeless, living in dangerous situations or those at risk of homelessness. Each Subrecipient receiving ESGP funding for street outreach will be required to develop written standards, including policies and procedures for safeguards for special populations (homeless youth), and assessing, prioritizing and re-assessing the individual/family needs for essential services related to street outreach.

Outreach to youth will offer assistance with everything from food, clothing and shelter; to medical care; substance abuse treatment; protection from sexual exploitation, victimization, disease and pregnancy; abuse/neglect services; housing; mental health services; and crisis counseling. Outreach to youth shall provide intervention, prevention and education services in the following locations:

- on the streets

- in schools and enrichment centers
- at youth hang-outs

Process for Making Sub-Awards

In making ESGP funding recommendations and decisions, the City shall consult with the Manchester CoC and other stakeholders working on homelessness issues. The City shall also utilize data from:

- Housing inventory chart
- Point in time counts
- HMIS data
- HPRP data from APRs and QPRs
- Homeless Hotline (2-1-1 NH call data)
- NH Homeless Access Survey

As part of the City's annual budget-setting process, the Mayor's budget recommendations will be made public and a public hearing will be held for comment. Final funding decisions are made by an elected Board of Mayor and Alderman.

Performance Standards

To the greatest extent possible, ESGP funds will be utilized in a targeted manner to help achieve the overall Manchester CoC goals and performance measures – which are in alignment with HUD's National Objectives for CoCs – as detailed in the Consolidated Plan. ESGP performance standards will be in alignment to help achieve the goals and objectives of the Manchester 10-Year Plan to End Homelessness also detailed in the Consolidated Plan.

ESGP projects and activities will meet HEARTH Act performance measures as follows:

- No one is homeless longer than 30 days
- Reduce average length of time homeless
- Reduce returns to homelessness
- Improve program coverage
- Reduce the number of homeless
- Improve employment rate and income amount
- Reduce first time homelessness
- Prevent homelessness and achieve independent living in permanent housing for homeless individuals/families/youth

Evaluation and Monitoring

The City shall utilize available data for program evaluation, including Point in Time Counts, and information entered into the Homeless Management Information System (HMIS). All ESGP recipients shall utilize HMIS, with the exception that victim service providers and legal services providers may use ESGP funds to pay the costs of establishing and operating a comparable database. Harbor Homes is the State lead in HMIS. Subgrantees shall attend trainings as

mandated and/or necessary, shall run data quality reports monthly and shall enter all client data into HMIS in a timely manner. Other reports shall be required by the City of Manchester per Subrecipient contracts.

The City of Manchester will conduct annual monitoring visits (on-site or other technical assistance as recommended by HUD) of each ESGP Subrecipient to assure long-term compliance in implementing new program requirements.

Homeless Participation Requirement

- Policies and funding decisions regarding any ESGP-funded facilities, services or other assistance are made by the local elected body, Manchester Board of Mayor and Alderman. As such, on 2/14/12 the City consulted with homeless or formerly homeless individuals to determine their needs and priorities and recommendations for ESGP funding to support homelessness activities. Continued support for the Homeless Services Center, job training, jobs and housing counseling and credit repair were among the stated priorities.

Consultation with Continuum of Care

As described previously in this Plan, the City undertakes a consultation process with the Manchester Continuum of Care (MCoC) in determining how to allocate ESGP funds, develop performance standards, evaluate outcomes of activities assisted by ESGP funds and develop funding policies and procedures for the administration and operation of HMIS. In response to the implementation of the HEARTH Act, the City Planning and Community Development Department conducted a series of workshops for the Manchester Continuum of Care (MCoC). At the workshops, participants discussed the new ESGP requirements set forth in the HEARTH Act including setting performance measures and evaluation standards, utilizing a central intake system and the funding priorities for grant money available through ESGP/HEARTH Act. Further, the City is represented at the Continuum of Care meetings and on the MCoC Leadership Task Force where discussions and consultations regarding ESGP requirements occur regularly.

The City does not intend to invest HOME funds in any activity or form that is not described in Section 92.205(b) of the HOME regulations.

HOMELESS NEEDS STRATEGY

All homelessness service providers that are funded by ESGP, State Grant-In-Aid funding and through the SuperNOFA process are part of a local Continuum of Care designed to provide timely access to important community based services. As always, local funding will focus on the most vulnerable population, the homeless, and those providers that offer a comprehensive approach to homelessness. Due to the poor economy and the high cost of housing, the demand for emergency shelter beds and for rapid re-housing continues to increase. The City will also work to leverage additional funding to support homelessness activities through the HOME Program.

The initiatives that are outlined as a part of this strategy are also consistent with the goals of the City's 2008 Ten Year Plan to End Homelessness and the HEARTH Act.

In response to the needs expressed by the community in Manchester and the requirements of the recently implemented HEARTH Act, emergency solutions and strategies for the homeless will move away from transitional housing and focus instead on increasing permanent housing solutions. This will include an increased focus and high priority on rapid re-housing-relocation and stabilization assistance, including financial assistance and services. Additionally, strategies will include homeless prevention-relocation and stabilization services including financial assistance and services; emergency shelter essential services, operations and renovations; street outreach, with a particular focus on homeless youth and connecting homeless youth to community services they need; training and support for collecting and reporting performance measurements in the Homeless Management Information System (HMIS); and administrative support. Case management services include important linkages with mainstream programs including health, employment, mental health and substance abuse referrals, food and clothing. Shelters serving families include service linkages with other family service providers including childcare, education, immunization, wellness programs and family counseling. The City's emergency shelter network provides safe, temporary living accommodations for homeless men, women and families.

Funding decisions about proposed activities are pending approval by the Manchester Board of Mayor and Alderman and are based on consultation with Manchester CoC, homeless individuals, business and civic leaders, public and private agencies working in homelessness and institutions discharging persons into homelessness. While various needs were expressed during the consultation process, strong consensus formed around the priority need to focus on rapid re-housing-housing relocation and stabilization activities. The City's experience and success with the HPRP program over the last two years also supports continued emphasis on rapid re-housing. This activity is in alignment with the City's 10-Year Plan to End Homelessness and the Manchester CoC Goals and meets the National Objective goals of:

- Reducing the length of time homeless
- Reducing recidivism into homelessness

Other priorities expressed included support for emergency shelter essential services and operations and for homeless prevention-housing relocation and stabilization and case management activities. ESGP funding will also go toward these activities, which are in

alignment with helping to achieve the goals set forth by the City and the Manchester CoC as well as with National Objectives regarding homeless prevention and reducing first time homelessness.

The City will also put additional expectations on all ESGP funded entities to maximize collaboration, minimize duplication of services and work together and independently to connect clients to mainstream resources.

In FY 2012, Emergency Shelter and Street Outreach combined will not exceed more than 60% of the total ESGP allocation, in accordance with the guidance and regulation regarding the FY 2011 first and second allocation determination. Future allocations toward allowable ESGP activities will also be in accordance with HUD requirements.

Rapid Re-housing, Housing Relocation and Stabilization Services/Financial Assistance

Rapid Re-housing activities for individuals and families who are literally homeless – qualifying under paragraph (1) of the Homeless Definition – may include housing relocation and stabilization activities and rental assistance.

Services - ESGP funding allocated under this category will support housing relocation and stabilization services such as assessing needs and establishing housing assistance plan; budget counseling and coaching on steps to increase income and reduce expenses; tenant education, apartment inspections and landlord negotiations; assistance to work with community resources such as donated food, clothes; IDs; security deposit guarantees; credit repair; legal services and other programs offered by Manchester CoC and other social service agencies. Participants are assisted in obtaining appropriate supportive services and mainstream benefits.

Rapid re-housing services also include case management to assist homeless individuals and families to find safe, affordable housing and connect to appropriate supportive services and mainstream benefits. Participants must meet with a case manager at least one time per month to assess progress and address any potential setbacks. The case manager or other staff trained in HMIS is responsible for proper record keeping and HMIS data entry.

Financial Assistance - ESGP funding allocated under this category will support program-eligible participants to receive assistance in finding and securing affordable housing in the community. In addition to locating appropriate housing units, participants will be assisted with accessing other community supports needed to ensure that they are rapidly re-housed. This assistance could be deposit assistance, utility expense assistance, moving assistance, or other such forms of assistance.

Participants will be provided with short- or medium-term rental assistance, up to the amount and length of time allowable by HUD. To the maximum extent possible, this rental assistance is distributed as a declining subsidy with the implication that households being served will need the most assistance at the beginning of the program. Total rental assistance may not exceed the period established in the written procedures for provision of ESGP Assistance. In no case will total rental assistance exceed 24 months during any 3 year period.

Homeless Prevention - Housing Relocation and Stabilization Services and Financial Assistance

Homeless prevention housing relocation and stabilization services may be undertaken to support individuals and families who are at imminent risk, or at risk, of homelessness – those qualifying under paragraph (2) and (3) of the homeless definition or those who qualify as at-risk of homelessness. Individuals and families must have an income at, or below, 30% of AML. Homeless prevention activities include housing relocation and stabilization activities and short- and medium-term rental assistance.

Services- ESGP funding allocated under this category will support housing relocation and stabilization services such as assessing needs and establishing housing assistance plan; budget counseling and coaching on steps to increase income and reduce expenses; tenant education, apartment inspections and landlord negotiations; assistance to work with community resources such as donated food, clothes; IDs; security deposit guarantees; credit repair; legal services and other programs offered by Manchester CoC and other social service agencies. Participants are assisted in obtaining appropriate supportive services and mainstream benefits

Financial Assistance - ESGP funding allocated under this category will support program-eligible participants to receive assistance in finding and securing affordable housing in the community. In addition to locating appropriate housing units, participants will be assisted with accessing other community supports needed to ensure that they are rapidly re-housed when a unit becomes available. This assistance could be deposit assistance, utility expense assistance, moving assistance, or other such forms of assistance.

Participants will be provided with short- or medium-term rental assistance, up to the amount and length of time allowable by HUD. This rental assistance is distributed as a declining subsidy with the implication that households being served will need the most assistance at the beginning of the program. Total rental assistance may not exceed the period established in the written procedures for provision of ESGP Assistance. In no case will total rental assistance exceed 24 months during any 3 year period.

Emergency Shelter

ESGP funding allocated under this category will be used to support services and shelter operations for emergency shelters for the homeless in Manchester. Emergency shelter activities will include essential services, shelter operations and renovations and may include assistance required under the Uniform Relocation Act (URA).

Street Outreach

ESGP funding allocated under this category will support street outreach for unsheltered individuals and families who qualify under the Homeless Definition paragraph (1)(i) of the definition of “homeless.” Eligible activities will include outreach, engagement, case management and fostering connections to services to special populations with a particular focus on homeless youth.

Administration

ESGP funding allocated under this category will support administration costs up to 7.5% as allowable and in accordance with the HEARTH Act. The Manchester Homeless Services Coordinator will continue to provide administrative support, oversight, coordination and evaluation of the City's homelessness activities.

HMIS

The HEARTH Act requirements bring training and support needs to agencies that are administering eligible ESGP activities. All ESGP recipients must utilize HMIS, with the exception that victim service providers and legal services providers may use ESGP funds to pay the costs of establishing and operating a comparable database. ESGP monies allocated under this category will fund HMIS training and support for Manchester programs receiving ESGP funding.

Ten Year Plan to End Homelessness

The City of Manchester adopted its 10-Year-Plan to End Homelessness in 2008. The top goals and progress to date are included below:

The Vision: Manchester as a city where all children, adults, and families have access to decent, safe and affordable housing and the resources and supports needed to sustain it.

Main Eight Goals of Plan & Current Status:

1. **Rapidly re-house** --status below.
2. **Prevent people from becoming homeless**
American Recovery and Reinvestment Act (ARRA) funding totaling \$766,545 was utilized to operate Homelessness Prevention and Rapid Re-housing Programs (HPRP) in the community. These programs were run by The Way Home, Families in Transition and Child & Family Services. The Way Home is at the end of this program with an end date expected to be June 2012. The other two programs have expended all funding awarded to them and ended programs. A portion of ESGP funding is planned to continue this type of activity.
3. **Provide adequate employment/educational services**
This goal has been difficult to achieve due to the poor economy. To overcome this obstacle, the Manchester Continuum of Care (MCoC) is establishing partnerships with ARRA funded educational/training programs. Granite United Way awarded Goodwill Industries funding to provide job seeking/training assistance at the Manchester Homeless Services Center. The Greater Manchester Association of Service Agencies (GMASA) held an employment forum for agencies assisting low-income people in March of 2012. The entire MCoC was invited.
4. **No one sleeps or lives on streets**

The MCoC has a tremendous outreach team that provides services to individuals living on the streets and encourages this population to take advantage of the city's shelter system. The Manchester Homeless Services Center affords opportunities to engage this population of homeless individuals in programs and services.

5. **Focus on needs of Veterans**

In addition to the services that are currently being provided to veterans at Liberty House, Harbor Homes is developing a twenty unit transitional housing facility in Manchester. The Way Home is developing 6 units of permanent supportive housing for veterans which should be ready in September of 2012.

New Horizons (SSVF) and Harbor Homes (HVRP) are utilizing grant funded programs to connect veterans to housing and employment. Both programs are ahead of their anticipated results. VASH assistance continues to be an essential tool for helping veterans. The VA, Manchester Housing Authority and The Way Home are partnering for efficient and effective utilization of this resource. The MCoC Homeless Services Center offers opportunities for guests in emergency housing or unsheltered to access the VA, The Way Home, Harbor Homes and New Horizons veterans' programs on site.

6. **Increase access to supportive services**

Manchester Homeless Services Center, United Way's 2-1-1 NH, NH Foodbank electronic application assistance, outreach to NH Works, DHHS, SOAR training, Healthcare for the Homeless, PATH

7. **Build public awareness**

Project Homeless Connect, the 10-Year-Plan to End Homelessness, The Homeless Services Center and MCoC have had tremendous coverage through:

WZID, WGIR, WMUR, NHPR, Union Leader, Manchester Express, Manchester Express Magazine, Granite United Way Board support/presentations, Greater Manchester Chamber of Commerce Board presentation, Greater Manchester Chamber of Commerce Breakfast Forum, WMUR Point In Time Count special report.

The MCoC also has an active website www.mcoconh.org and a monthly newsletter.

8. **Establish/maintain a Steering Committee to serve as community champions for the 10-Year-Plan, and employ a Coordinator to implement day to day activities of the plan.**

A Coordinator was hired in October 2008, a steering committee, co-chaired by the Mayor of Manchester and the President & CEO of the Granite United Way, has been assembled which includes: the Chief of Police, Public Health Director, CEO of NH Catholic Charities, MCoC leaders and other key representatives.

The Keys to Success outlined below are necessary to achieve the goals that have been identified as a part of Manchester's 10-Year Plan to End Homelessness.

10-Year Plan Keys to Success:

- Political leadership
- Community champions
- Point person to coordinate and manage the effort
- Public-private partnerships
- Broad endorsement and commitment
- Consumer-centric solutions
- Valid and complete data collection
- Innovative & creative thinking
- Disciplined planning & implementation accountability
- Timely monitoring & review of progress

For Manchester, as a part of a statewide continuum and as an individual citywide continuum, the above stated homeless issues are challenging. The City's and homeless providers' response is clearly outlined in Manchester's Consolidated Plan and its recently proposed Substantial Amendment to the Consolidated Plan, which addresses the requirements of the HEARTH Act and the Emergency Solutions Grant Program, and through the seamless continuum of care that continues to grow and develop according to the needs of homeless women, children and men.

MANCHESTER'S PROCESS FOR DEVELOPING A CONTINUUM OF CARE STRATEGY

Origins of Manchester's Continuum of Care

In 1994, a group of homeless service providers convened the first Manchester Continuum of Care (MCoC), previously named the Manchester Area Continuum of Care Coordinating Council.

The City of Manchester Community Improvement Program encouraged the homeless providers in the City to develop Manchester's continuum of care strategy to give better representation to the homeless participants in the planning of appropriate services. Manchester's Planning Department brought technical expertise to the process providing a focused, collaborative, and concentrated approach to the issue of homelessness. The Continuum of Care strategy was readily accepted by the City of Manchester, homeless service providers, and by the consumers of homeless services. Participants in the planning process created the Manchester Continuum of Care to ensure continued attention to the complex issues of homelessness.

A leadership task force was developed in 2010 to work with the MCoC to create a more solid structure of leadership and create new strategies moving forward. The Leadership Committee coordinates the work of committees, schedules general membership meetings, and officially represents the MCoC. The Leadership Committee insures coordination with the City of Manchester Consolidated Planning process, the Balance of State Continuum of Care (BOSCO), the Greater Nashua Continuum of Care (GNCOC), Governor's Interagency Council to End Homelessness (NH ICH) and the Mayor's Steering Committee to End Homelessness. MCoC's committee structure guides a planning process that designs and implements strategies to end chronic homelessness and address the full range of homeless issues faced by our community.

The 2011 committees include: Data Collection, Homeless Liaison, Housing & Services, Resource Development, Community Awareness, Social Policy, Peer Review and Health & Transportation Committees. The MCoC holds monthly membership meetings. Committee Chairpersons report monthly at Membership meetings. Committee work and membership meetings offer MCoC opportunities to strengthen participation of business, charitable, civic, service agencies, housing, and homeless leaders. Special effort is made to include homeless and formerly homeless persons in the Continuum through membership in the Homeless Liaison and Healthcare & Transportation committees, planning for the annual Project Homeless Connect, the annual Point in Time count and responses to the annual homeless needs assessment survey.

In 2008, the Peer Review committee strengthened the MCoC Planning Processes with the active recruitment and training of community volunteers for the Technical Review of 2008 Projects, including community volunteers and staff from New Hampshire Catholic Charities, Granite United Way (formerly Heritage United Way), New Hampshire Housing Finance Authority, and Manchester Community Resource Center. All continue to assist in this process.

Also in 2008, Manchester adopted its 10-Year-Plan to End Homelessness. This plan called for a Steering Committee to be developed comprised of the Mayor of Manchester, President & CEO of Granite United Way, social service leaders, city officials and business leaders. This committee continues to meet quarterly and works very closely with the MCoC. The plan also

called for a Homeless Services Coordinator to be hired to implement the plan. This has also been accomplished. The Coordinator works closely with all service providers, the city of Manchester, funders and Granite United Way. Since the incorporation of the plan much has been accomplished. Progress on Manchester's plan includes:

- MCoC committees have been assigned key components of the Plan and will report to MCoC leadership on a monthly basis—the Steering Committee quarterly
- Youth subcommittee issued a report to address the unique needs and challenges of homeless youth
- Funding and in-kind support have been attained to support MCoC projects
 - Manchester Homeless Services Center
 - MCoC website

Both projects have been developed. The Center provides a safe place for homeless individuals to go during the day, have a hot lunch, utilize computers for employment, access to showers and laundry and access to 18 different service providers on a rotating basis.

The MCoC website keeps the community informed of all efforts of the MCoC as well as provides an instrument for individual agencies to communicate important information.

- Great progress made promoting awareness of combined efforts of MCoC through:
 - Annual Project Homeless Connect
 - Manchester Homeless Services Center
 - Coverage of Point in Time Count
 - WMUR-TV Chronicle Story on Homelessness
 - Chamber of Commerce Breakfast focused on Homelessness
 - Chamber of Commerce Chairman's Club event held at MCoC Homeless Services Center
 - Manchester's Homeless Services Center received the Harvard Pilgrim Community Hero Award
- Over 15 new agencies/organizations have joined and attend MCoC meetings.
- A resource booklet has been created which details housing and services available in Manchester for homeless people or those at risk
- The MCoC hired an Americorps VISTA to serve as MCoC Coordinator. The Coordinator attends all committee meetings, prepares agendas, minutes and maintains excellent communication throughout the MCoC on projects, initiatives, challenges and achievements.-2011-2012.

Homeless Youth in School

The MCoC extends community participation by working with the State Department of Education and the Manchester School District to track and provide appropriate services for homeless children. Each school has designated a homeless liaison. As of March 2012, 932 students were identified as being homeless:

Pre-School & Elementary	=	428
Middle School	=	224

Education barriers for homeless children and youth include, proof of residency, no proper school, medical or health records, previous school transcripts, transportation, language barriers, and for unaccompanied youth in addition to the above, parental permission slips.

Youth

In 1998 the Continuum of Care Leadership Committee added the sub-population of Youth to its homeless services planning. The City's Action Plan supports the Child & Family Services Runaway and Homeless Youth program with matching funds to leverage a Federal grant. Through the HUD Supportive Housing SuperNOFA in 1995 and 1998, the Continuum obtained funds for a Transitional Living Program to address some of the needs of homeless, 18-21 year old youth. Child & Family Services also provides vocational and educational supportive services for emotionally handicapped 16-24 year olds. They have identified a number of these young people as homeless and in need of specialized supportive housing.

Child and Family Services assists runaway, homeless and street youth with a Street Outreach Program. The program provides basic food, clothing and essential needs to youth on the streets of Manchester. When a young person is ready to accept emergency or transitional shelter and other supportive social services, the outreach team is able to assist the individual as they access these resources.

The programs assisting homeless youth are also supported by the City's Office of Youth Services, which advocates for at-risk youth. At-risk youth that become homeless often require a wide range of specialty services including but not limited to; substance abuse counseling, mental health services and job training.

Veterans

The MCoC has been working closely with the VA for many years. Agencies collaborate to ensure successful usage of the VASH program. Manchester veterans have access to a case manager in the *Homeless Veterans' Reintegration Program*. The case manager has developed strong relationships throughout the MCoC.

Two new housing opportunities are also under development in Manchester for homeless veterans. *More detailed information in Goal 5 of Manchester's Plan to End Homelessness.*

Housing & Services

Manchester recognizes that the focus on ending homelessness is only one part of the overall process of an effective homeless continuum of care. MCoC agencies use ESGP funding awarded to the City of Manchester and State Grant-In-Aid funding to make homeless prevention services available. Rapid re-housing and HMIS support will be added to this ESGP support as depicted in the Substantial Amendment to the Consolidated Plan.

Also, 2011 Awards in the SuperNOFA process will help to continue the work of the MCoC:

Project Listing – Manchester Continuum of Care NoFA 2011
NH 501

1) FIT Amherst Street Transitional Housing Program (\$50,340)

This project provides supportive services and 9 units of transitional housing for homeless single women without children.

2) FIT Millyard Transitional Housing Program (\$111,300)

This project provides supportive services, 10 units of transitional housing for homeless single women with children and 2 units of transitional housing for homeless single women without children

3) FIT Millyard Transitional Housing Program Phase II (\$44,000)

This project provides supportive services, 16 units of transitional housing for homeless single women with children and 3 units of transitional housing for homeless single women without children.

4) FIT Permanent Housing Program I – Manchester (\$67,183)

This project provides supportive services, 8 units of permanent supportive housing for homeless disabled individuals with children and 2 units of permanent supportive housing for homeless disabled individuals without children

5) FIT Permanent Housing Program II – Manchester (\$122,500)

This project provides supportive services, 4 units of permanent supportive housing for homeless disabled individuals with children and 1 unit of permanent supportive housing for homeless disabled individuals without children

6) FIT Permanent Housing Program VI (\$70,862)

This project provides supportive services for homeless individuals and families with co-occurring mental health illnesses and/or substance abuse disorders. In addition, the project provides 6 units of permanent supportive housing for homeless single men without children and 7 units of permanent supportive housing for homeless single women with children. All heads of household in this program will have a co-occurring disorder.

7) Child & Family Services- Pine Street Transitional Living (\$111,529)

Provides six apartment units of safe, stable and community based supportive housing in urban Manchester to homeless, single pregnant and /or parenting mothers or fathers, ages 18- 21, with custody of their children.

8) The Way Home Steps To Success – Supportive Services Only (\$63,000)

Provides case management to help homeless persons overcome barriers to obtaining and succeeding in housing. The population to be served by the project consists of both sheltered and unsheltered homeless families with children and homeless individuals. Our last APR reported: 38 singles and 18 families participating in the program.

9) The Way Home Your Way Home 1 – Permanent Supportive Housing (\$47,734)

Program leases apartments and provides supportive services for 5 Chronically Homeless Individuals.

10) The Way Home Your Way Home 3 – Permanent Supportive Housing (\$45,025)
Program leases apartments and provides supportive services for 5 Chronically Homeless Individuals.

11) Helping Hands Outreach Center Safe Haven – Supportive Housing(\$33,705)
Program provides 4 Bed Safe Haven is located within Gendron House supportive housing program at 140 Central St. in Manchester

12) Harbor Homes– PHP Program 1 (\$70,885)
Program on Somerville Street will provide 6 units of permanent supportive housing.

13) Liberty House/Harbor Homes – Transitional Housing (\$50,000)
Program provides 10 units of transitional housing for homeless Veterans.

14) Southern NH Services – (\$36,039)
Program provides outreach services to the City of Manchester and Manchester Continuum of Care.

15) State of NH Homeless Management Information System/HMIS (\$52,838)
Program provides data management support in compliance with HUD mandates.

16) The Way Home – Your Way Home V (\$48,518)
Program will provide 6 units of permanent supportive housing to 6 homeless Veterans.

17) The Way Home – Your Way Home VII (\$100,757)
Program will provide 10 homeless households permanent supportive housing. Two types of permanent supportive housing units will be leased: a 6 unit building with 1-bedroom apartments for chronically homeless individuals, and 4 scattered site units. 3 with 2- bedroom apartments for homeless families and 1 studio for a chronically homeless individual. The project will provide special outreach for homeless veterans.

Discharge

The Continuum Discharge policy has been working with local prisons, hospitals, foster care system and other institutions to create a comprehensive discharge policy to prevent homelessness of such individuals. All three NH Continua of Cares work together to strengthen discharge policies and protocols. The end goal is to assure that people are not discharged to homelessness. This remains very challenging and education and outreach is ongoing.

Progress on HUD's National Goals:

The following shows the value of hard work, coordination and establishment of a common goal. The Continuum of Care process underscores the importance of a strong network of supportive services to assist some of our most unfortunate residents.

MoCs long-term (10-year) plan to create new permanent housing beds for persons that meet HUD's definition of chronically homeless: MCoC Leadership Committee will advocate for inclusion of chronically homeless beds in housing projects. The MCoC will add 12 units in 2012 and then at least 2 units per year through development of new facilities or redesignating existing

beds to chronically homeless beds. The MCoC will continue to utilize the resources of PATH, HOIP and Homeless Liaison Committee to provide necessary support services to minimize costs to permanent housing providers. The MCoC will enhance public/private partnerships and explore all potential funding streams to secure and maintain additional units. The MCoC will continue to work with other regions (Boston, Denver, Connecticut, New York, etc.) to keep abreast of best practices and emerging opportunities for successfully operating permanent housing programs serving the chronically homeless. The MCoC will also collaborate with DHHS, VA and the Bureau of Housing and Homelessness to develop solid housing and programming for the chronically homeless.

Current permanent housing units for chronically homeless persons 22

In one year-24

In 5 years 35

In 10 years 48

MCoCs long-term (10-year) plan to increase the percentage of participants remaining in CoC funded permanent housing for at least six months to 77 percent or higher: The MCoC Data Collection Committee will continue to put great emphasis on data analysis and quality and will measure and report on outcomes using HMIS to identify potential challenges. Successful outcomes have been realized by incorporating preventative/educational components into permanent and transitional housing programs. The Tenancy 101, financial management, life skills, cooking/shopping/nutrition classes will be continued on a continuum-wide basis. Corporate, faith-based and individual volunteers have helped to strengthen these programs. Over half the units in the PHP VI project, which was transferred to Families in Transition last year, did not open until July of 2011. As a result, none of those participants have had the opportunity to stay 6 months or longer. If this program were removed from the calculation, the percentage in this goal would be 88%. This high rate of success is attributed to The Way Home and Families in Transition who historically have had very high rates of success in maintaining their participants in permanent housing for greater than 6 months.

2011 data 68%

In one year 77%

In 5 years 80%

In 10 years 82%

MCoCs long-term (10-year) plan to increase the percentage of participants in CoC funded transitional housing projects that move to permanent housing to 65 percent or more:

MCoC member organizations will continue all successful initiatives to increase the percentage of homeless persons moving from transitional to permanent housing. It will develop public/private partnerships to include TH clients in job training and employment opportunities. The MCoC Social Policy Committee works with state-wide organizations to advocate for additional affordable housing units. The MCoC Health and Transportation Committee will continue to work with partner organizations to minimize barriers to success such as transportation, child care and health care. The MCoC will work with the State to help clients access a new program-NH Easy where all State benefits may be applied for in one, online application. It will continue to offer SOAR trainings and expertise. NH Food Bank is also providing onsite assistance with electronic applications throughout the MCoC. The MCoC will continue to encourage homeless families and individuals to apply for Section 8 vouchers.

2011	72%
In one year	74%
In 5 years	76%
In 10 years	78%

MCoCs long-term (10-year) plan to increase the percentage of participants in all CoC funded projects that are employed at program exit to 20 percent or more: MCoC member organizations will continue with all successful initiatives. It will also explore new partnerships with specialized employment training organizations in the non-profit and for profit sectors. Helping Hands has opened a Homeless Services Center which is a collaborative project among the entire MCoC with daytime services in one centralized location for homeless adults. Programming includes job searches, skill development, assistance with employment applications etc. The Center engages homeless guests in all volunteer activities, giving them the opportunity to build references and skill sets.

2011	24%
In one year	26%
In 5 years	28%
In 10 years	30%

MCoCs short-term (12-month) plan to decrease the number of homeless households with children: Child and Family Services, Families in Transition, and The Way Home (all MCoC member organizations) were able to use HPRP funding to help eligible families and individuals attain/remain in permanent housing. In two years the Manchester HPRP has kept 238 people in 109 households from becoming homeless. In addition 78 people in 33 households were rapidly re-housed from homelessness. The MCoC shall continue to be engaged in prevention strategies such as working with persons at risk of homelessness on financial management, tenancy issues, legal assistance and accessing eligible benefits. One new permanent housing project are being developed over the next year utilizing Neighborhood Stabilization funding. This projects will target families. A portion of the new ESGP funding is planned to be utilized to rapidly re-house families as depicted in Manchester's Substantial Amendment.

MCoCs long-term (10-year) plan to decrease the number of homeless households with children: The MCoC Data Collection Committee shall continue to utilize data analysis through HMIS and the upcoming Census to identify needs of homeless families or those at risk of becoming homeless. The Homeless Liaison Committee shall continue to work with the Manchester School District to collaboratively responding to the needs of homeless families with children. The MCoC as a whole will strengthen collaboration with organizations that can minimize barriers to success such as transportation, child care, mental health, substance abuse treatment and health care. It shall advocate for additional affordable housing opportunities for families and partner with state-wide housing advocates. The MCoC will continue to work with housing authorities to utilize all available opportunities to help homeless families. The MCoC will continue to provide strong prevention services, work on building/maintaining relationships with landlords, and help homeless persons learn how to be good tenants.

2011 54
 In one year 54
 In 5 years 52
 In 10 years 50

Housing Inventory Chart 2011

Year	Type	Organization Name	Program Name		Target Pop	CH Beds	Year-Round Beds	Over flow	PIT Count	Total Beds	Utilization Rate
2011	ES	Child and Family Services	Safe House	C	YMF		3	0	0	3	0%
2011	ES	Families In Transition	Lowell Street Specialty Emergency Shelter (BHHS)	N	HC		20			20	
2011	ES	Families In Transition	Lowell Street Specialty Emergency Shelter (non-HUD)	N	HC		6			6	
2011	ES	Families In Transition	Millyard II Interim Unit	C	SFHC		6	1	6	7	86%
2011	ES	Manchester Emergency Housing	Emergency Shelter	C	HC		36			36	
2011	ES	New Horizons for New Hampshire	Angie's	C	SF		17	0	17	17	100%
2011	ES	New Horizons for New Hampshire	Shelter	C	SMF		76	26	73	102	72%
2011	ES	YWCA	Emily's Place	C	SFHC		18	0	13	18	72%
2011	HRP	City of Manchester/ FIT	HRP Rapid Re-Housing Program	C	SMF+HC		63		63	63	100%
2011	HRP	State of NH/Families in Transition	HRP-Rapid Re-housing	C	SMF+HC		44		44	44	100%
2011	HRP	State of NH/The Way Home	HRP State Rapid-Rehousing Program	C	SMF+HC		6		6	6	100%
2011	PSH	Families In Transition	Belmont Street (non-HUD)	N	HC	0	2			2	
2011	PSH	Families In Transition	Belmont Street PHPIV	N	SMF	4	4			4	
2011	PSH	Families In Transition	Belmont Street PHPVI	N	HC	0	14			14	
2011	PSH	Families In Transition	Douglas Street PHPVI	C	SM	0	3		3	3	100%
2011	PSH	Families In Transition	Douglas Street SRO	C	SM	0	6		6	6	100%
2011	PSH	Families In Transition	Family Willows Permanent (non-HUD)	C	HC		32		32	32	100%
2011	PSH	Families In Transition	Family Willows PHPIII	C	SF	3	5		5	5	100%